

CONCORDIA'S THURSDAY REPORT

VOL. 21

JANUARY 16, 1997

N° 8

Nabil Esmail appointed Dean of Engineering and Computer Science

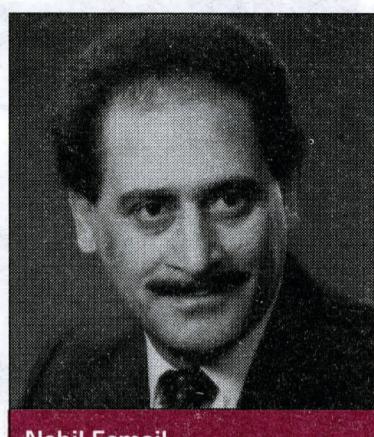
BY BARBARA BLACK

The Faculty of Engineering and Computer Science will begin a new chapter this summer when it welcomes Professor Nabil Esmail as its fifth Dean.

For Dean-elect Esmail, it will mean the end of an illustrious career with the University of Saskatchewan, where he was Chair of the Department of Chemical Engineering from 1982 to 1994.

Esmail holds a BSc and an MSc (1964) in mechanical engineering and aeromechanics from Moscow State University (MSU). As a graduate student, his research focused on the level of turbulence of NASA wing profiles in a wind tunnel at MSU.

After two years as a lecturer at Ain-Shams University, in Cairo, he returned to Moscow State for his PhD in applied mathematics (1972),



Nabil Esmail

investigating thin liquid film flows and their mechanical interaction with adjacent gas flows. A year later, he immigrated to Canada, joining the faculty at the University of Toronto. In 1977, he began his 20-year association with the University of Saskatchewan, where he has been an active member of the university community.

Esmail is no stranger to Montreal, thanks to a six-month sojourn here in 1995 as visiting Professor in Chemical Engineering at the École Polytechnique, Université de Montréal.

A Fellow of the Chemical Institute of Canada and the American Institute of Chemical Engineers, he maintains a number of professional memberships. He has published three books and more than 80 scientific papers, and has secured more than \$1 million in research funding. He was appointed Chair of the editorial board of the Canadian Journal of Chemical Engineering in 1991, and currently chairs the NSERC Chemical and Metallurgical Engineering Grants Selection Committee (1996-97).

Concordians will want to welcome Dr. Esmail, who takes up his duties here on July 1. He succeeds Donat Taddeo, who has been Dean since 1993.

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Patrice Ouimet ties for first in Canada, and 6 of top 10 Quebec finishers are ours

Concordia wins big in UFE results

BY ALISON RAMSEY

Patrice Ouimet's voice was filled with prize-winning confidence as he told how he tied for first place in the national four-day exam written this year by 2,887 aspiring Chartered Accountants across Canada.

"I got better and better this summer, and I was not afraid of not passing," Ouimet said, raising his voice to be heard above 61 other proud new CAs at a celebratory reception on December 16. But he didn't expect to place first. "No one can aim for that."

Commerce and Administration faculty, alumni and members of the industry gathered in the downtown Faculty and Staff Lounge to toast Concordia's remarkable results. "It's almost indecent to do this year after year," Provost Jack Lightstone said with a grin, as he surveyed the crowd.

For the past several years, Concordia students have excelled in the Uniform Final Examination (UFE), set by the Canadian Institute of Chartered Accountants, and 1996 was no exception. Concordia's pass rate was 80.2 per cent. The pass rate in Quebec was 46.5 per cent, while in Canada as a whole, it was 58.3 per cent.

Of the top 10 students in Quebec, six were from Concordia, including two who tied for seventh and fourth places. All of them already have jobs, and were given time off for the rigorous three-month summer course which concludes Concordia's two-year Diploma in Accountancy and prepares students specifically for the UFE.

Ouimet came to Concordia after doing an undergraduate degree at McGill University, as did Philippe Tomic (fourth in Quebec in his UFE results). Ouimet said he started the crucial first day of exams "organized, and able to manage my time."

Two weeks before the exams, Gerry Grigoropoulos stopped studying and primed himself mentally. He visited the exam room and visualized conquering his worst fear: not knowing how to answer the questions. Armed with good marks, strict 9-to-5 study habits and a heavy dose of reviewing past UFEs, he said he "felt good going into it." Grigoropoulos tied for seventh place in Quebec with another Concordia undergraduate, Irene Piorkowski.

Natalie Uson (fifth in Quebec) gave credit to Concordia's small classes and having forced herself to give special attention to weak spots. She and Melissa Monk (sixth) received

BComm degrees from Concordia before enrolling in the diploma program. "I was ready," she said.

Tomic began at McGill, but transferred to Concordia's diploma program because he found it less technical and more directly relevant to the profession. "You have to understand how to get marks," he said.

Director Gail Fayerman said the Diploma in Accountancy program got its focus straight six years ago. "We were given much more freedom

to do what we needed to do," Fayerman said. Now, the emphasis is more than ever on the profession, and helping students pass the UFE. This is achieved by hiring teachers who keep up to date, excel at teaching, and pay attention to every student.

"The people that ranked would have passed anyway," Fayerman said. "The strength of our program, and our mission, is getting most of our students through the exam."



Happy winners: All of these Concordia students achieved marks that put them in the top 10 in Quebec. Left to right: Melissa Monk, Gerry Grigoropoulos, Philippe Tomic, Patrice Ouimet and Natalie Uson (Irene Piorkowski was absent).

'I went home and hugged my kids,' said one theatre-goer

Kit Brennan takes *Hunger Striking* to D.B. Clarke

BY BARBARA BLACK

Versatile theatre veteran Kit Brennan will star in her own play, a drama about eating disorders, in a production that opens tonight at Concordia's D.B. Clarke Theatre.

The central character of *Hunger Striking* is Sarah, a high-school teacher. She has just heard that one of her young students has died of anorexia, and in shock and grief, reviews the past — not only her own anorexia 20 years earlier, but her rich Celtic ancestry, and what she knows of the late-nineteenth-century hunger strikes for women's suffrage.

Brennan, who has studied and worked in theatres across Canada, came to Concordia in 1993. Her most recent play, *Tiger's Heart*, about racism and gender politics in nineteenth-century South Africa, was produced in both Ottawa and Vancouver, and won a prize in the Canadian National Playwriting Competition. It is now available in

print from the Montreal-based publishers, Scirocco Drama.

Hunger Striking evolved over two years, Brennan said. She got a Faculty Research Development Grant from Concordia, which supported a six-week workshop with student actors. "I knew I wanted to write about anorexia. All the students had an interest in the subject, but from different angles. It was great."

What emerged was "a big, messy first draft." Last summer, Brennan took the manuscript to the Sage Hill Writers' Retreat, a big summer event at a Franciscan monastery near Regina, and worked on it some more with the help of well-known playwright Sharon Pollock.

Originally, Brennan said, it was a play with six characters, but she decided it would be more effective with only one. Besides, the condition provides its own theatrical device: "With anorexia, you do hear different voices in your head, telling you you're too fat, and so on. I just took

it to another level."

Brennan also decided to play that one character herself, "to see how it feels to do my own work." Andrew Willmer, a teacher at Marianopolis College and her husband, will be directing the play. They have worked together a lot, first in Ontario, then out West; but this is the first time since they moved to Montreal. The designer is Theatre Professor Ana Cappelluto, and several students worked on the production.

In September, *Hunger Striking* was given a reading at the Centaur Theatre by the Playwrights' Workshop, and this is what one delighted member of the audience had to say: "It's devastating, funny, frightening and human. When it was over, I went home and hugged my kids."

Hunger Striking is on tonight, tomorrow and Saturday nights, starting at 8 p.m. in the D.B. Clarke Theatre, 1455 de Maisonneuve Blvd. W. Tickets are \$7. For reservations, call 848-4726.

Kit Brennan



JONAS PAPAUERUS



ANDRÉ FORGET

Who to blame for loneliness?

Getting into the mood

BY ALISON RAMSEY

By this time of the year in northern climates, loneliness and sadness are pervasive themes, lingering over the gloomy weather and from the holidays. However, a number of scholars at Concordia study these moods and others all year round.

Professor William Bukowsky of the Centre for Research in Human Development (CRHD) is preoccupied with loneliness. "It is a simple emotion, compared to rage or depression," he said. Bukowsky's research has shown that those who blame themselves for their own loneliness ("I'm unlikable") are likely to feel more lonely and sad than those who ascribe it to someone or something else ("They have bad taste in people").

He said you are likely to feel lonely if your experiences don't match those

you think you should have, if you feel people don't like you, if you're popular, but have no close friends, and if, as is the case with many adolescents, you acutely feel that you are separate from others and no one will ever know you completely.

Sad memories surface

Loneliness is not the same as sadness. "When people are sad, they slow down," said CRHD Professor Michael Conway. "They have more difficulty engaging in complex thought or concentrating on tasks." Judgment tends to be altered, sad memories surface, and attention tends to focus on the key features of relationships, like trust and honesty, to the detriment of, say, maximizing time together.

Women tend to express their sadness by talking or writing about it, Conway said. Men are more likely to distract themselves by

doing sports or going drinking. Conway said he doesn't believe one way is more effective than the other at dealing with the sadness. By the time a person is an adult, he or she has developed a repertoire of strategies.

Emotion can be triggered by a number of things — events, light, odours, colour and one's personality — but the single most common agent is probably hormones, according to Professor Roy Wise of the Centre for Studies in Behavioral Neurobiology.

One myth Exercise Science Professor Lise Gauvin would have you revise is that exercise is a surefire remedy for sadness. Her research shows that exercise will revitalize people who are fit and active, but for most Canadians, who are sedentary, it is more likely to have no effect. It may even make them feel worse.

Experimental classroom is planned Orals go digital

BY BARBARA BLACK

In a sign of the times, a Concordia doctoral candidate has undergone examination by long-distance hook-up.

History Professor Graham Carr organized the thesis defence session, and to save time and money, arranged for the external examiner, University of Manitoba Professor Mary Kinnear, to stay in Winnipeg.

The event took place December 17. Kinnear sat in front of a camera on her campus in Winnipeg, and was seen and heard by others who were in Concordia's teleconferencing centre in the Faubourg Building on Ste. Catherine St.

The candidate was Barbara Freeman, who teaches journalism at Carleton University, and has been doing her thesis here on media coverage of women's issues (specifically, the Royal Commission on the Status of Women, which was held from 1966 to 1971).

Carr said that the hook-up saved the cost of airfare and hotel for the

external examiner, but it didn't come cheap. Although the final bill isn't in, he estimates that the internal rental costs and long-distance phone charges for the two-hour session will come to about \$500.

Audio Visual Director Mark Schofield organized the technical details. He had already done a similar hook-up for an MSc oral, in which the external examiner was in Arizona. "It was quite elaborate because there were a lot of graphics," Schofield said. Now he's preparing for a trans-Atlantic PhD session, with an external examiner in Wales.

The University's teleconferencing centre is part of the Aviation Master's of Business Administration (AMBA) facilities, and was opened last year. The AMBA program is sponsoring a guest lecturer series to take advantage of the equipment. In addition, Schofield said, his unit and Computing Services will soon open an experimental classroom in the Henry F. Hall Building with state-of-the-art communications equipment.

IN BRIEF...

See Canada

Students who'd like to leave Quebec — for the summer — should consider the *Programme d'échange interprovincial d'emploi d'été pour étudiants de niveau universitaire*. The deadline to

apply is January 24.

Inquiries should be made by calling (418) 643-6965. Applications should be sent to: Placement étudiant du Québec, Échanges interprovinciaux, 2700, boul. Laurier, 3e étage, Sainte-Foy, Québec, G1V 2L8.



Case Competition organizers Luis Eguren, Frances Yuen, Santo Fata.

ANDRÉ FORGET

Secrecy and fairness are the watchwords of this intense business competition

On the case with the MBAs

BY RACHEL ALKALLAY

The Concordia MBA International Case Competition is now in progress at the Queen Elizabeth Hotel.

Twenty-eight business schools from around the world (including, for the first time, U.S. Ivy-League Yale University) are going head to head in the tournament, which is one of the largest of its kind. About 120 of the world's best Master's in Business Administration students compete in teams of four in a round-robin contest to solve "cases," actual problems recently encountered by business and industry. How well they do depends on the opinion of as many as 250 judges, all of them volunteers from the Montreal-area executive ranks.

In the months leading up to the intense but fun-filled competition, the MBA Case Competition office in the Guy Métro Building has been bursting with energy and paper — and that was even before the arrival of the cases themselves, in the form of about 40,000 photocopied sheets.

This year's organizers, MBA students Frances Yuen, Luis Eguren and Santo J. Fata, come from backgrounds in commerce, political science and environmental science. Among them, they speak half a dozen languages, which has helped get first-time sponsors from local businesses.

A major challenge for the organizers, who earn academic credit for their semester of work, is acquiring actual business cases for the competition that are interesting and sufficiently international in scope. The cases must never have been published, which eliminates literally thousands of cases that might have been used as examples by professors, appeared on the Internet, or had a limited distribution in some corner of the earth.

"We found a very good case that had appeared for one day on the Internet," Fata recalled ruefully, "and we couldn't take the chance on using it because of that one appearance." However, although at least eight cases are required, this year's team has found 18.

Keeping the cases secret in the days leading up to the competition requires tight security. Copies are kept to an absolute minimum. The competition's Board of Directors, headed by Dave Goldman, President and CEO of Noranda Metallurgy, must see potential cases to evaluate them. Fata makes the copies, codes each one, and hands them out personally.

The cases run 10 to 25 pages each, and are translated, because the tournament is bilingual. The photocopying is done as late as possible by the organizers with trusted assistants "in a small locked room overnight," Eguren said with a chuckle. Kept in

sealed envelopes, locked in a safe at a secret location, they are released only 20 minutes before the contest begins, and handed to the room monitors, thus minimizing the risk of a case getting into the wrong hands.

Fata paid tribute to the generosity of case writers who have provided the competition with newly written, unpublished cases. "Good writers can earn \$3,000 for each case, but some of them give us cases in July, six months before the competition."

Several case-writers' associations volunteer to provide cases, and some individual writers write cases with the competition in mind. There is considerable prestige and international exposure for a writer whose case is used.

Yuen said that business practices and ethical nuances vary from one country to another in such areas as, for example, sexual harassment. It is important to balance the features of a case to ensure that they are equally clear to participants of all teams, whether they are from Mexico, Finland or New Zealand. However, Fata said, "We are seeing more cases with globalization and environmental issues, which affect everyone."

The Concordia MBA International Case Competition started on Tuesday and ends with a banquet on Sunday. Competitive sessions are open to the general public. Call 848-2736 for information.

IN BRIEF...

Anvari joins Team Canada

Dean of Commerce and Administration Mohsen Anvari is touring South Korea, the Philippines and Thailand this week with more than 400 other influential Canadians.

The invitation to join Prime Minister Jean Chrétien's Team Canada was made to a number of universities across the country. As with the other university representatives on the trip,

his own university will pay for his fare.

This will be the third Team Canada visit to Asia in two years. Like the previous trips to China and India, it is expected to generate a much higher profile in the region for Canadian education, government and business expertise. Concordia, including the Faculty of Commerce and Administration, already has active ties with a number of Asian universities.

Many marks

Guess how many students' grades are expected to be processed for last semester?

If you guessed 59,799, go to the top of the class. And these marks have to be entered by hand.

Terry Too, of the Office of the Registrar, said that by January 10, the Office had received only 78 per cent of the marks, which was normal.

NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

Concordia faculty, staff and alumni/a pop up in the media more often than you might think!

Claire Cupples (Biology) was interviewed coast-to-coast on *Morningside* by Peter Gzowski about her work on how DNA repairs itself and the implications for cancer treatment. Also, **Daniel Salée** (SCPA) has been on *Morningside*'s Friday political panel three times so far this season.

Menachem D. Rotstein (Religion) was interviewed on CFMB-AM about the life and work of the Israeli poet Yehudah Amichae. The program was aired as part of Jewish Book Month.

Dominique Derome (CBS) was quoted in an article about the Centre for Building Studies' environmental testing chamber in the magazine *Les Affaires*.

Thomas Gray (Psychology) was interviewed by CFCF. He criticized the "information" given to the public at a psychics' fair held in Montreal.

Joanna Bottenberg (CLLM) was interviewed on CBC's *Saturday Afternoon at the Opera* as part of a broadcast of Richard Strauss's *Arabella*.

David Ketterer (English) was interviewed by Nancy Wood on CBC's *Radio Noon* about his discovery of changes to Mary Shelley's *Frankenstein*. His colleague, **Lewis J. Poteet**, was one of two scholars who evaluated the new *Nelson Canadian Dictionary* on CJAD, and talked with listeners.

Greg Garvey (Design Art) was quoted in a *Globe and Mail* article on rapid advances in digitally doctoring photographs. "The image is no longer a fixed thing," Garvey said. "Certainly, the photograph has lost its status as a representative of reality."

Cinema students at large: Coaticook native **Jean Mercier** made *My Hometown*, and that town's newspaper hailed it with a full-length article. Two film-makers who met here, **Gary Burns** and **John Hazlitt**, made *The Suburbanators*, which Toronto's hip *Eye* magazine called "the best Canadian film never released last year." *Eye*'s Gemma Files saluted its "bleak, funny, extremely Canadian vision." **Denis Villeneuve** is one of the six members of new film group, *Cosmos*, which was profiled by *Elle Québec* magazine. And **Rick Raxlen**, maker of *The Strange Blues of Cowboy Red*, who is now based in Victoria, is making a 10-minute homage to cartoon characters Mutt and Jeff, according to the *Times-Colonist*.

Denis Montana was a football hero as the Montreal Alouettes' season drew to an end. The former Stinger achieved what *The Gazette* called "a Hollywood ending" in a game against the Hamilton Tiger-Cats last November, and got his first professional touchdown. The Als were eliminated from the Eastern Division playoffs, however.

T.S. Rukmani (Religion) and **M.N.S. Swamy** (Mechanical Engineering) gave interesting background to an article in November by *Gazette* religion editor Harvey Shepherd. They were part of a panel discussion on Lord Rama leading up to the Hindu festival of Diwali.

David Howes (Sociology and Anthropology) was interviewed on *Radio Noon* (CBC) about how music and art can define a nation's psyche.

Ira Robinson (Religion) was interviewed on the CBC several times about Jean-Louis Roux and anti-Semitism, and was quoted in a Canadian Press Hanukkah story.

Paulos Milkias (Political Science) did a CBC radio commentary about military intervention in Central Africa.

Ted Stathopoulos (CBS) was interviewed on CBFT's *Montréal ce soir* about wind tunnels between downtown buildings.

William Reimer (Sociology and Anthropology) was interviewed on CFCF *Pulse* about the new poor, i.e., the faltering middle class.

A. Bakr Ibrahim (Management/Small Business) was on *Newswatch*, telling Paul Carvalho about a company that started over, instead of closing.

LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication. If at all possible, please submit the text on computer diskette. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations, although the utmost care will be taken to preserve the core of the writer's argument.

Student takes on Maclean's

This letter was sent to Maclean's magazine following the publication on November 25, 1996, of its latest cross-Canada rankings of universities.

As a university student, I can only welcome any efforts to scrutinize the quality of universities and/or pressure them to evolve in step with student and societal needs. However, some fundamental changes must be taken by Maclean's before its annual ranking will be useful.

First of all, publishing a global ranking on an ordinal scale conveys very little information. Does a lower ranking indicate a marginally lower evaluation or a drastic difference in quality? It would be more helpful to read a verbal evaluation of each school's strengths and weaknesses.

Furthermore, savvy students will want to know how strong a school is in their chosen field of study.

In fact, the best way to choose a school is to look at how it differs from the others to see if it fits with what you want to do. You need to know, for your subject area, the reputation of the department and its professors. Maclean's, tell us what programs at what schools are generating excitement and excellence!

When considering a global evaluation, it is important to examine how well a given university is performing relative to its stated mission. For example, Concordia (my chosen school) was rated poorly for admitting some students with lower grades. Concordia has a long-standing practice of admitting students who will work hard if given a chance. These students include many older students who must juggle family and professional responsibilities, as well as courses.

Extra money and effort are spent on marginal students by helping them with basic academic skills. A new summer program in fundamental study skills was completed by more than 500 people this year. Concordia's students placed sixth overall in student awards, and graduates have an excellent reputation with employers. The truth is that Concordia should be rated highly for doing exactly what universities should be doing — teaching people and making them more productive members of society.

Here at Concordia, if the Maclean's survey were submitted as an undergraduate research project, it would not pass muster. To collect data by having respondents self-report without verifying the accuracy of those reports is to collect biased data. First-hand observation and the checking of supporting documents are essential, but these have not been done.

Many of Maclean's measures were really measures of each school's wealth, including three related to libraries. In this age of budget cuts, the best administrators are creating new solutions. Here in Montreal, I can now borrow books from any of the city's universities with my inter-library card.

Ann Dowsett-Johnston came to Montreal and said good things about Concordia. Thanks, but your survey is not helping us build on our successes and face our challenges. The poor ranking was not deserved, and may discourage some students from applying here, making our task even harder. Yes, call for change and improvements in education. But please, take some tips from some of us students and rework your survey methodology or publish a textual evaluation of strengths and weaknesses instead.

John Inder, MBA student

CLUES system taken to task

The library system CLUES contains several unfortunate features. It may not be easy to correct them, since it was not created here. However, one feature that is trivial to correct is the date notation.

It is unhelpful to be given the date for renewal as, say, 04-05-1997. The date should be given in the format of the International Standards Organization (ISO). The purpose of standardization is precisely to have a universally accepted format. In this format, dates are given by, in order: year, month, day.

Surely librarians know this? When will this be implemented on Concordia's system?

John McKay,
Mathematics and Computer Science

Tribute to Bertrand and Proppe at year-end Board meeting

Danis reports on labour negotiations

BY LAURIE ZACK

At the December 18 meeting of the Board of Governors, Vice-Rector Institutional Relations Marcel Danis reported that labour negotiations were going well with the 752-member Concordia University Part-time Faculty Association (CUPFA).

Negotiations were also off to a promising start with the 160 maintenance workers of ACUMAE, and major progress was made in talks with CUPEU, which represents 229 professional employees. The administration presented a job security proposal to CUPEU, and Danis served notice to all the Concordia unions to expect similar proposals. He has since met with the unions and had positive discussions about the issue.

Negotiations with the 723-member Concordia University Faculty Association (CUFA) have been going on for 18 months, and Danis said the union was quite helpful in supporting the FALRIP early retirement plan. The University tabled a workload proposal that would increase the teaching norm from 12 to 15 credits. Danis also said that he submitted the ledgers of all administrative departments to all 16 Concordia unions as a gesture of openness.

Other news

In other business, Provost Jack Lightstone reported that another 180 students have completed the Class I course for students at risk. All Class I graduates are being tracked, and the program will be repeated this spring to help students

at risk of failure.

Reporting on the Search Committee for Dean of Graduate Studies and Research, Lightstone said that a shortlist will be presented to the Board in January.

Board of Governors Chair Reginald Groom reported that the executive committees of the Boards of McGill and Concordia had formed a task force to draw up a list of areas for possible co-operation. They will meet again on January 22. He also paid tribute to two former senior administrators, Hal Proppe and Charles Bertrand.

Proppe took on the portfolio of Interim Vice-Rector, Institutional Relations and Finance, in 1994 during difficult times, Groom said. He praised Proppe's introduction of a performance-based budget process

and the recent special early retirement programs, and his stewardship of the budget under constantly changing conditions. "He is a team player who has given outstanding service to Concordia," Groom said, showing generosity, fairness and a willingness to listen.

Groom also thanked Charles Bertrand for his five years of service as Vice-Rector, Services, and his term as Interim Rector (June 1994 to August 1995). Bertrand's achievements as Vice Rector, Services, included the automation of the library, telephone registration, the Code of Rights and Responsibilities, and the space plan. "Despite his heavy workload, Chuck never stopped teaching, and was the Stingers' biggest booster," Groom added.

New office created

Vice-Rector Institutional Relations Marcel Danis has announced the creation of a new office to emphasize the importance of liaisons with other Quebec universities and various levels of government.

The Office of Government and External Relations will be headed by Danis, and co-ordinated by Maria Paradiso, his assistant.

Political Science Professor Brooke Jeffrey will co-ordinate relations with the federal government, and lobby for the approval of projects submitted by Concordia to the Infrastructure for Innovation program. She will also approach the government on the issue of tax treatment of charitable donations of appreciated capital property.

Political Science Professor Guy Lachapelle was part of a successful drive for better tax benefits for donors who make large-scale gifts to universities. He will also participate in a consultation organized by the minister for the region of Montreal. Lachapelle is the organizer of a conference to be held in Quebec City next July by the International Institute of Administrative Sciences.

Professor Donat Taddeo, who will step down June 30 as Dean of Engineering and Computer Science, will act as co-ordinator of municipal relations in the new office. Taddeo participated in a recent study commissioned by Mayor Pierre Bourque on the economic positioning of the greater Montreal region.

-BB

THE SPIRIT HAS MANY VOICES

A Multi-Faith Celebration • January 20-24

Speakers daily in the J.A. Desève Cinema, 1400 de Maisonneuve Blvd. W.:

Jan. 20, 4 p.m. - Frank Natawe on gender equality in the Iroquois Confederacy

Jan. 21, 4 p.m. - Panel on liberation theology

Jan. 22, 4 p.m. - Professor Norma Joseph on Jewish feminism

Jan. 23, 4 p.m. - Professor T.S. Rukmani on spirituality in contemporary Hinduism

Jan. 24, 2:30 p.m. - Assad Shaker on dialogue and spiritual renewal



in Islam

A full day of events on January 22:

10 a.m. - Peace panel in the Desève Cinema

Noon - Buddhist meditation in the D.B. Clarke Theatre

2 p.m. - Friendship ritual in Old Reggie's

4 p.m. - Norma Joseph on Jewish feminism in the Desève Cinema

8 p.m. - Taizé Chant (Christian prayer) in the D.B. Clarke Theatre foyer

Also: Spirituality and Cinema Series in the J.A. Desève Cinema

ISSN 1185-3689

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Concordia
UNIVERSITY

Campaign theme unveiled

BY SAMI ANTAKI

It's official. The fund-raising effort on behalf of Concordia University has been tagged *Fresh Ideas — The Campaign for a New Millennium*. The choice was obvious, since the funds raised will enable the University to surge ahead with several exciting projects and confidently enter the future. By the time the last of the pledges are honoured, a new era and a new millennium will be upon us.

"This campaign isn't about bricks and mortar," said Carole Kleingrib, Campaign Director. "It's about ideas. It's about providing us with the means to excel at what we do

best, and making sure Concordia remains competitive in the future."

To properly convey the spirit of the Campaign, the Fresh Ideas sub-theme was incorporated into the name. "We will celebrate the original thinking that has marked the University's history, and build on our ideas to establish Concordia as one of the most progressive, liberal universities in the country," Kleingrib said.

In French, the Campaign is known as *Nouveaux Horizons — la Campagne du III^e millénaire*. A series of information sessions will be held over the next six weeks. Student sessions will be held at 3 p.m. on Jan. 29 in H-110, and Feb. 4 in the Concordia Concert Hall at Loyola.

Concordia's future debated at meeting

Accessibility vs. excellence: Is that the choice?

BY LAURIE ZACK

There was significant agreement on Concordia's academic mission at a special Senate meeting held December 13.

The wide-ranging discussion allowed Senators to reflect on the original mandate of the University in light of its growth. The backdrop for the discussion was an 11-point outline of possible implications for long-term development based on *To What Does Concordia Aspire?*, a discussion paper prepared by Provost Jack Lightstone.

Rector Frederick Lowy opened the discussion with a brief report of his recent meeting with Education Minister Pauline Marois and the other Quebec rectors and principals. He explained that the expected \$16 million in revenue from the new differential fees for international and out-of-province students will be given back to the universities (but not on a pro-rata basis). This will probably reduce the cuts for the entire sector from \$152 million to \$134 million, and Concordia's share to about \$13 million. He also said that new legislation to help university fundraising foundations would probably pass by Christmas, which it did.

Lowy said that the survival of Concordia will likely depend on defining a niche and doing what we do particularly well. He pointed out that our original mandate of the 1970s — to offer a broad range of undergraduate programs as well as some graduate ones — has been largely realized.

Lightstone observed that in the 1980s, Concordia began to measure success by the growing number of graduate programs, which tended to distort our principal mission. He said we must offer undergraduate programs of quality, as well as excellence in areas where it is feasible.

In response to the concept of

choosing particular "areas of excellence," Graduate Studies Associate Dean Claude Bedard questioned not striving for excellence in all areas, and pointed out that graduate programs supply Concordia with a growing share of our total funding.

Mathematics Professor William Byers feared there might be a temptation to use weaker or part-time students as "cannon-fodder" to pay for these areas of excellence. If accessibility is the way we decide to go, he argued, then the structures, priorities and allocation of resources must be adjusted accordingly.

Referring to his own experience in teaching both advanced courses for hand-picked applicants and general courses, Political Science Professor Harvey Shulman warned that we must not be seen as offering inferior education to weaker students. Our role is to bring weaker students up to a first-rate level, and this responsibility extends to all our students. Lowy agreed: "The lower the Z score, the higher the responsibility for us."

The discussion also touched on the limitations of the present academic structure. History Professor Martin Singer suggested more cross-disciplinary programs that pool expertise on specific topics, such as in his own area of interest, China. Computer Science Professor Clement Lam cited the joint Computer Science and Fine Arts courses in digital image and sound as an example of how computer technology can be applied to programs across the University.

Lightstone is working on a 10-page document that will define resource allocation based on the Senate discussions. He hopes to see it approved by the Office of the Rector, submitted to the Senate Committee on Academic Planning and Priorities (SCAPP) in January, and presented to Senate in February.

\$3,800,000 earmarked for a new school

BY KELLY WILTON

There's a flurry of behind-the-scenes activity at Concordia's Capital Campaign office, as volunteers work to raise faculty and staff awareness of the more than 30 projects to be funded by the Campaign for a New Millennium.

One of the major projects is a School of Information, Communication and Technology. This school would draw expertise from several departments, such as Journalism, Communications and Technology, Sociology, Education and Library Studies. Courses would be offered to help students become more adept in the latest technology being used in the workplace. They would also learn about the impact of this new technology on human interaction, and on society in general.

"It's no longer good enough that students are strong academically," said Richard Schmid, Chair of the Education Department. "It's important that they understand how to use the latest technology and how it can improve productivity." The Campaign will raise \$3,800,000 for the School, and allocate the funds to both teaching and research facilities equipped with ultra-modern computers, the latest digital technology and photo-imaging laboratories.

For Schmid, one of the school's more exciting aspects is the development of research projects. "Present faculty and other university professors would be involved in new research and, through technological networking, a research centre would be established with scholars across Canada and the world," he said.

Concordia is already a leader in Journalism and Communications, and, according to Professor Enn Raudsepp, Vice-Dean of Arts and Science (Administration), this type of school will build on these standards of excellence.

"Concordia's expertise is sequestered in different departments and sharing resources like faculty and equipment can only enhance student programs, especially with the pace at which technology is advancing," Raudsepp said. "Western [University] has combined its library, journalism and distance education graduate faculties. At Concordia, we could do something similar, bringing together three or four areas that share similar needs in information and technology."

THE CAMPAIGN FOR A NEW MILLENNIUM

FRESH IDEAS
CONCORDIA UNIVERSITY

Professor Bill Gilsdorf, Chair of Communication Studies, said that moving toward sharing equipment and expertise is a positive step toward closer co-operation between departments.

"We need to get updated equipment so that students will be learning on the same technology that they will face when they enter the workforce," Gilsdorf said. "Sharing common interests and equipment in universities may be the way of the future, to help better prepare students on both a theoretical and hands-on basis."

"Concordia has a long tradition of utilizing technologies in innovative ways to serve the needs of students," Schmid said. "This school would offer theory, laboratory and field work opportunities via co-op programs, integrating many of these activities, and using its expertise to respond as well as possible to society's needs."

Anyone interested in more information on the School or any other project on the Campaign Table of Needs is invited to attend an information session. For details on times and locations, please contact the Campaign office at 848-4856.

SENATE NOTES

COMPILED BY BARBARA BLACK

A regular meeting of the Concordia University Senate, held December 6, 1996.

might be time to look at it again."

Academic planning: Lightstone introduced a preliminary discussion document (US-96-9-D5) titled, *To What Does Concordia University Aspire?* It presents a "matrix of alternatives" designed to focus discussion: undergraduate/graduate education; teaching/research; broadly based quality/selective excellence; accessibility/selectivity; disciplinary knowledge/general education; and academic subjects/life skills.

Large classrooms: Registrar Lynne Prendergast introduced an analysis of the supply of and demand for large classrooms. There is only one classroom for 300 students (excluding H-110), and 11 rooms that hold 100. Demand suggests the need for more large classrooms, and this was introduced as a resolution. However, Prendergast reminded Senate that faculty members are selective. Large classrooms may

be empty at less desirable times, while students are turned away from courses because the hours popular with teachers are overbooked — therefore large enrolments are whittled down to fit into smaller classrooms. Teaching times and days are set by the academic departments; allotment of rooms is done manually by the Office of the Registrar; "acquired rights" determine the pecking order when rooms are at a premium. During discussion, Lightstone said that students cite not being able to get the courses they want as the second reason (after financial problems) for dropping out. Several senators suggested the Registrar's process for classroom selection be modernized before money is spent on new rooms, and the students expressed strong opposition to larger classes. However, the resolution was approved.

An extra meeting to discuss academic planning was held December 13 (see Accessibility, this page).

Concordia takes to the streets in 1997

BY LAURIE ZACK

As part of the continuing image campaign spearheaded by its Institutional Marketing Committee, Concordia will blitz the subways and buses of Montreal and Toronto, and appear for the first time on advertising "OmniColumns" on 49 street-corners around Montreal.

Also, thanks to the co-operation of Communication Studies, Journalism, Audio Visual, Alumni, Advancement and Marketing Communications, a number of alumni and teaching staff will be featured in interviews airing on Cable 23 (UHF Channel 29) four times a week from January until early April (see schedule below).

Bus and Métro ads

The distinctive *Look where they are now! / Ils en ont fait du chemin!* bus and Métro ads have reappeared, this time featuring Gwen Tolbart, BA '95 (Journalism), host on the Weather Network, Daniel Gilbert, MEng '86, Vice-President of the Société immobilière du Québec, and Mackie Vadacchino, BA '82, MBA '84, President and CEO of Murray Axmith Inc.

The ads are aimed primarily at potential and current undergraduate

students, and are meant to increase the general visibility of the University in view of the upcoming Capital Campaign (See page 5). The bus ads will run for 11 weeks in Montreal and the Métro cards for seven weeks. In Toronto, existing bus and subway ads will be extended for another eight to 15 weeks. The ads will run at no cost as an extension of Concordia's 1996 advertising campaign.

Magazine and newspaper ads featuring successful students and their faculty mentors will be the media of choice for reaching potential graduate students. The ads feature History Professor Frank Chalk and his graduate student Edward Kissi, who won a Rockefeller Foundation grant. The Chalk/Kissi ads will appear in 23 university magazines and newspapers across Canada.

OmniColumns

Thanks to the work of Board member Richard Renaud and the generosity of Radio Mutuel and its offshoot, La Société d'affichage Omni, Concordia will appear free of charge on 49 of the highly visible OmniColumns that stand on busy intersections of Montreal streets. The market value of the donated advertising is \$38,196.

The ads will run from January 13 until February 2, with the possibility of an extension. Several of the locations are around the Sir George Williams campus and the bustling downtown core.

Particular thanks should go to Normand Beauchamp (President and CEO of Radio Mutuel) and George Rossi (Vice-President, Finance), as well as Pierre Lanctôt (Omni's Vice-President and General Manager for Quebec) and Manon Dubé (Production Manager).

Concordia on TV

Interviews by students with the alumni and faculty members who "star" in the new bus and Métro advertisements will be shown on *Concordia Today*, a 27-minute information program shown four times a week on Cable 23 (UHF Channel 29). The show is produced by the Audio Visual Department with students from Communication Studies and Journalism.

The guests will share their experience at Concordia and talk about the role the University played in their success. Eleven weeks of interviews are scheduled, but plans are also being developed for interviews in the workplace.



CLIFF SKARSTEDT

You can see *Concordia Today* on Cable 23 (UHF Channel 29) on Wednesday at 3:30 p.m., Friday at noon, Saturday at 11 p.m. and Sunday at 6 p.m. (List subject to change)

- Week of January 13 – Jac Joannis, Joannis Marketing • Communications. (overview of the Concordia image campaign)
- Week of January 20 – David Liss, Curator, Saidye Bronfman Centre
- Week of January 27 – Pierre Gendron, Bloom Films
- Week of February 3 – Marianna
- Week of February 10 – Mackie Vadacchino, President, Murray Axmith Inc.
- Week of February 24 – Peter McAuslan, President, McAuslan Brewing Inc.
- Week of March 3 – Gwen Tolbart, Host, The Weather Network
- Week of March 10 – TBA
- Week of March 17 – Michel Dionne, Le Groupe Commerce
- Week of March 24 – TBA
- Week of April 7 – TBA

The OmniColumn on Guy and de Maisonneuve Sts. sports Concordia's latest ad.

CQI projects now reach into academic sector

Bookstores are a textbook case of CQI success

BY BARBARA BLACK

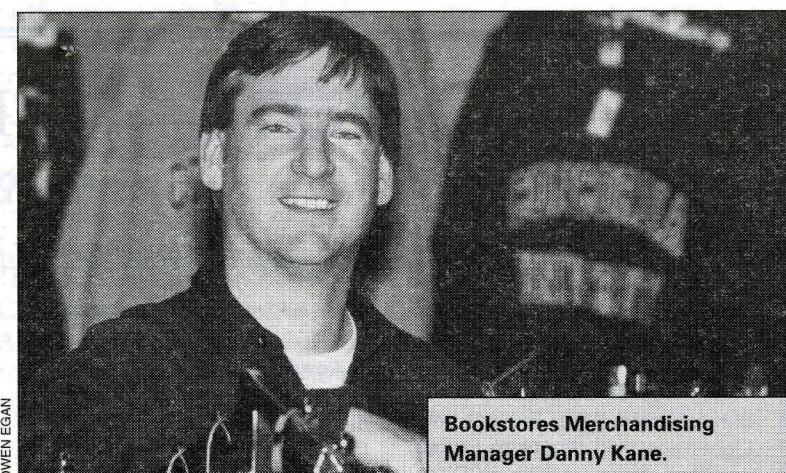
Since it was introduced here in 1994, the problem-solving technique known as CQI (continuous quality improvement) has been used for 16 projects and realized administrative savings of between \$120,000 and \$150,000.

In the Concordia Bookstores, a team tackled the way unsold textbooks are returned to the publishers. They managed to reduce their inventory from \$1.8 million to only \$.7 million — a whopping 258-per-cent reduction — saving labour for staff and disappointment for clients.

The Bookstores project followed standard CQI procedure. A small group of volunteers, cutting across administrative lines, identified their problem and its stakeholders, looked at their current procedures, arrived at a consensus, made recommendations and improvements, and carefully monitored their progress.

The intangible benefits of a successful CQI project — improved efficiency and morale — are even more important than the savings, according to Mark Norman, one of the CQI experts who introduced the concept here.

He cites the enthusiasm of University Advancement, the department that raises funds for the



OWEN EGAN

Bookstores Merchandising Manager Danny Kane.

University. "[Director] Chris Hyde took risks," Norman said approvingly. Hyde and various teams have used CQI to design a telephone solicitation program, and are now using the technique to address the processing of gifts.

CQI is best used for two kinds of problems that often plague work processes. One is clogged information flow within or between departments; another is the reduction of repetition and overlap of work. However, CQI is no replacement for good management. Staff problems, personality conflicts, and the absence of long-term planning are all best dealt with by strong leadership.

Once the CQI project is launched, Norman cautions against "staying in recommendation mode." This hap-

pens when a group develops good intentions that are never acted on, a common tendency in universities, where consensus is part of the culture. Norman also urges teams not to be afraid of implementing changes as they go, and giving themselves credit for these improvements, instead of focusing exclusively on what they still have to accomplish.

Undertaking a CQI project requires that the manager give up some control to the group, Norman said, "but the paradox is that you eventually gain more control" because everyone has a firmer grip on the task at hand.

One of the greatest benefits of CQI is the empathy it generates. For the first time, users often say, they appreciate the nature of someone else's job,

CQI facilitator tells how it's done

The facilitator who tied the CQI session together for the Bookstores project was Bookstores Merchandising Manager Danny Kane.

"In fact, this was our third project," Kane said. "On the first one, [CQI Consultant] Mark Norman was the facilitator, and the whole thing was a learning experience. On the second one, I took over as facilitator. That was hard because I knew the people so well; it was hard to take myself out of the loop, so to speak. On the other hand, I knew the subject really well."

"With the textbook project, it was easier because I had the experience as facilitator, and textbooks wasn't my area of expertise, so I had a bit of distance."

Kane really enjoyed becoming a

and get the feeling that their own problems are being understood, too.

Eight projects are now in progress, and at least one involves an academic unit: the Cinema Department is looking at its administrative process. Other projects include Human Resources, which is looking at payroll processes; scholarships and awards, which involves three departments (Advancement, Treasury, and Financial Aid and Awards);

CQI facilitator, but he's so busy in the Bookstores now, he doesn't have the time. "To me, it should work this way. Facilitators are trained on the job by other facilitators, teach others, and eventually phase themselves out after a year. That would keep the facilitators fresh, and let people get on with their work."

The reason the Bookstores' CQI projects have been so successful, Kane said, is that staff members were involved right from the beginning. "Our climate is especially receptive here, and our Director, Lina Lipscombe, was all for it, so we were really lucky. The manager has to give full support or it won't work. But CQI is pretty flexible, so there's more than one way to do it."

Advancement's gift-processing project; and the Bookstores Department, which is now looking at its stationery costs and sales.

Interested in tackling your work processes with the CQI approach? The CQI Council approves and guides projects, and provides a trained facilitator for your sessions. You can start by asking Associate Vice-Rector Joy Bennett for advice (848-4834, bennesj@vax2).



North African artists come to call

The second half of an exchange between ceramics students and teachers at Concordia and a school in Morocco took place in mid-December, when a delegation from the École des Arts Traditionnels, in Meknes, paid a visit.

The group, which included three students, toured the Design Art Department, the Canadian Centre for Architecture, the Crane industrial

ceramics company, and a number of professional studios in Montreal and the Laurentians.

The exchange was the result of contacts made by Design Art Professor Lydia Sharman, who has done extensive work in Islamic patterns and geometry, and Ceramics technician Kit Griffin, who taught at the Meknes school for several months and went with three Concordia stu-

dents to Meknes last September.

Sharman and Griffin have been invited to visit the École des Arts Traditionnels this month as advisers with Canadian Executive Services Overseas. They plan to continue to develop their friendship with the Moroccan artists, who have 1,000 years of rich tradition behind them, but are eager to learn some Western designs and techniques.

Irish Famine left 150-year legacy of grief and suffering

BY SYLVAIN COMEAU

The British authorities of the time bear some of the responsibility for the great Irish famine of 1845-1850, according to Ireland's Minister of State, Avril Doyle.

"In the 1800s, most of the eight million people in Ireland depended totally on the potato for food," Doyle said during a panel discussion recently in the Loyola Chapel, and several other speakers agreed.

"In 1845, the crop was destroyed by blight, and it failed every year until 1850," Doyle said. "In these years, more than one million people died of starvation and starvation-related diseases, due to the hopelessly inadequate response of the British authorities. A further one million emigrated."

Those who left laid the foundation for thriving Irish communities around the world, particularly in Canada. "We are very aware of the fact that the first significant Irish settlements across the Atlantic were

here in Canada," Doyle said. She is chair of the Irish government's Famine Commemoration Committee, and, with several other officials and academics, has been visiting universities across North America, talking about the extraordinary scope of the famine.

Concordia was the only Canadian stop on the tour, thanks to Professor Michael Kenneally, who is spearheading an effort to establish the first Canadian Centre of Irish studies here at Concordia.

Luke Gibbons, Communications Professor at Dublin City University, said that memories of the suffering still linger. "Every generation in Ireland has been haunted by the fear of famine," he said. "That's why it has taken us more than 150 years to commemorate it. But something like this is not really over just because time has passed."

"There is a myth that the famine was an accident," Gibbons said. "The attitude of people in the British Treasury was that out of transient evil



The Irish Famine panel discussion took place in the Loyola Chapel.

would come long-term gain. Famine was seen as a way of bringing about forced or coerced modernization."

Kevin Whelan agreed. He is a visiting History Professor at Notre Dame University, and may be teach-

ing at Concordia this summer. "The British [felt] the dependence on the potato had to end, and Ireland had to be dragged, kicking and screaming, into the modern world. This process was seen as necessary in

Britain, but of course, it was a disaster in Ireland."

The panel was sponsored by the government of Ireland, the Concordia Irish Lecture Series and the Canadian Irish Studies Foundation.

Candidates presented for Dean of the of Arts and Science

The following shortlisted candidates will address the Council of the Faculty of Arts and Science on Friday, January 24, at 9 a.m. in Room H-110 of the Henry F. Hall Building.

William Byers

Dr. Byers is Principal of Lonergan University College for interdisciplinary studies, and Professor of Mathematics in the Department of Mathematics and Statistics, where he twice served as Chair. As Chair, Dr. Byers was a key figure in the creation and development of the PhD program in mathematics. His research interests are dynamical systems, philosophy of mathematics, chaos theory, and mathematics education. Dr. Byers is active in curriculum development for interdisciplinary studies. Since he joined Sir George Williams University in 1972, he has represented his colleagues on many key committees, including the Arts and Science Faculty Council steering committee and

the University Senate steering committee. Dr. Byers holds a PhD from the University of California, Berkeley, and an MSc from McGill University.

Martin Singer

Dr. Singer is Chair and Associate Professor of the Department of History, where he has taught the history of China and other East Asian nations since 1972. He was founding Director of Concordia's Council for International Co-operation from 1986 to 1989, and Provost of the Faculty of Arts and Science from 1980 to 1985. He is a member of the Arts and Science Faculty Council and the University Senate. Dr. Singer's work in international academic co-operation involved extensive collaboration with international partners to obtain funding from external agencies and liaison activities with all levels of government and with NGOs. His current research concerns historical and contemporary Sino-Canadian academic relations.

Dr. Singer holds a PhD and an MA from the University of Michigan.

Gail Valaskakis

Dr. Valaskakis is Dean of the Faculty of Arts and Science and Professor in the Department of Communication Studies. Her affiliation with this academic community began in 1967 when she was hired as lecturer at Loyola College. Prior to her 1992 appointment as Dean, she had served the Faculty as Vice-Dean, Academic Planning, from 1985 to 1990, and as Chair of Communication Studies, from 1983 to 1985. Dr. Valaskakis has served on numerous major University- and faculty-wide initiatives and committees. Her professional and community activities are extensive; she is frequently engaged as speaker and participant in panels, inquiries and seminars concerned with native culture and education. Dr. Valaskakis holds a PhD from McGill University and an MA from Cornell University.

All members of the Arts and Science Faculty and, indeed, of the University community, are welcome to attend. Speaking privileges will be restricted to Council members and designated staff representatives. The candidates' curricula vitae may be consulted in the Office of the Secretary-General (BC-128, SGW Campus) and in the Senate office (AD-222, Loyola Campus).

Written comments concerning the candidates will be accepted for consideration by the Advisory Search Committee from any member of the University community. These should be signed, and addressed to committee secretary Amely Jurgensmeyer, Office of the Secretary-General, BC-124.

Comments may also be sent via e-mail (amelyj@vax2) or fax (848-8655). Submissions will not be accepted after 5 p.m., Tuesday, January 28.



Concordia
UNIVERSITY

R E A L E D U C A T I O N F O R T H E R E A L W O R L D

The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Eugenia Xenos at 848-4881, by fax: 848-2814 or by e-mail: ctr@alcor.concordia.ca.

JANUARY 16 • JANUARY 30

Alumni

The Mentor Program matches students with alumni volunteers from many fields, one-on-one, to give students practical advice and information about the realities of the workplace. Info: Maria Ponte at 848-3825.

Art

Leonard and Bina Ellen Art Gallery, 1400 de Maisonneuve W. Free. Info: 848-4750.

January 22 - March 8

Jori Smith: A Celebration (organized with the Montreal Museum of Fine Arts). Artist will be present at vernissage: Wednesday, January 22, 6 p.m.

Campus Ministry

Does Christianity have a future?

A book-reading group moderated by David Eley, S.J. Tuesdays, 4:30-5:30 p.m. over eight weeks. Info: 848-3587.

Meditation/Being at Peace

All welcome. Wednesdays, noon, Annex Z (SGW), room 105, and Belmore House (Annex WF at Loyola), Thursdays at 1 p.m. Info: Daryl Lynn Ross 848-3585.

Prison Visits Program

Orientation meeting on Monday, January 20, at 2:30 p.m. in Annex Z, room 105, with the first visit on Monday, January 27, 7 - 9 p.m. at the federal training facility in Laval. All participants must attend the orientation or speak with either Matti Terho (848-3590) or Peter Côté (848-3586).

Mother Hubbard's Cupboard

Wholesome, hot, vegetarian meals for \$1 for students and their families on low budgets. Every Monday at Annex Z, room 105, 5 - 7 p.m. Beginning Monday, January 13. Info: Daryl Lynn Ross, 848-3585.

Outreach experience

Make a difference! Volunteer to work with the poor, youth, the sick or the elderly. Info: Michelina Bertone SSA, 848-3591.

Entertaining Angels: The Dorothy Day Story

Film about the American social reformer, pacifist and tireless servant of the poor who became the conscience of many Christians. Screening

at the Montreal Museum of Fine Arts, January 24, 7:30 p.m. \$15 general admission fee will benefit Unitas. Info: 848-3588.

Counselling and Development

Counselling and Development: 848-3545/848-3555

CAPS (Career and Placement Service): 848-7345

Graduating? Explore graduate school options, and what Concordia has to offer. Register at H-440. January 24, 12 - 1:30 p.m. (Module 1); January 31, 12 - 1:30 p.m. (Module 2).

Applying to Graduate School (one session). SGW, January 20, 9:30 - 11 a.m. Register at H-440.

Applying to Medical School (one session). SGW, January 21, 9:15 - 11:15 a.m. Register at Counselling and Development, H-440.

Successful Résumés (one session). SGW, January 21, 12 - 2 p.m. Register at 2070 Mackay.

Successful Job Interviews, or, "What Do You Say After You Say Hello?" (one session). SGW, January 23, 9:30 a.m. - 12:30 p.m. Register at CAPS, 2070 Mackay.

Marketing Your Degree (one session). SGW, January 29, 10 a.m. - 12 p.m. Register at CAPS, 2070 Mackay.

Get Focused (three sessions). Identify your career interests using the Strong Interest Inventory and the Myers Briggs Type Indicator. \$15, SGW, Jan. 30 - Feb. 13, 9:30 - 11:30 a.m. Register at Counselling and Development, H-440.

Career Portfolio: What Is It? (one session). \$5, SGW, January 31, 9:30 - 11:30 a.m. Register at Counselling and Development, H-440.

Select Your School Electronically. Sessions will be offered throughout the semester on how to use College Source and CHOICES on CD ROM to uncover North American university and college graduate and undergraduate programs. Registration: M. Hubbard, Career Resource Centre, H-440.

The 80 Per Cent Solution: Tracking Down the Elusive Employer. Did you know that more than 80 per cent of jobs currently available in the employment marketplace are not advertised through newspapers, job agencies or other media? Learn the tricks of the trade. Registration: M. Hubbard, Career Resource Center, H-440.

Becoming a More Effective Student Workshops:

Science Courses (one session). SGW, January 20, 1:30 - 3:30 p.m. Register at H-440.

Learning from Lectures (one session). SGW, January 21, 5:30 - 7:30 p.m.; January 23, 1:30 - 3:30 p.m. Register at H-440.

Time Management for Students (one session). SGW, January 24, 10 a.m. - 12 p.m.; January 29, 1:30 - 3:30 p.m. Register at H-440.

Strategies for Academic Writing (three sessions — attend one or more). SGW, January 27, February 3, 10, 12:15 - 2:15 p.m. Register at H-440.

Learning from your Textbook (one session). SGW, January 28, 5:30 - 7:30 p.m.; January 30, 1:30 - 3:30 p.m. Register at H-440.

Strategies for Achievement in Personal and Academic Life (six sessions). LOY, January 30 - March 13, 9:30 a.m. - noon. Register at H-440.

Taking Care of Your Personal Life Workshops:

Asserting Yourself Confidently (six sessions). \$20, SGW, January 27 - March 3, 2:30 - 4:30 p.m. Register at H-440.

Women, Gender Role Issues, and Career (three sessions). \$6, LOY January 27, February 3, 10, 2 - 3:30 p.m. Register at H-440.

Smart Start Program for new students. Phone now for a half-hour appointment. January 13 - 24. SGW: 848-3545; Loyola: 848-3555.

CPR courses

Members of Concordia and the outside community can take these courses, offered by EH & S. Info: Donna Fasciano, Training Co-ordinator, at 848-4355.

January 18, 19

CSST First Aid (English)

January 25, 26
CSST First Aid (French)

January 28, 29
CSST First Aid (English)

January 31
HeartSaver

Concert Hall

7141 Sherbrooke St. W. Info: 848-7928.

Saturday, January 25
Jocelyne Fleury (mezzo-soprano) and Friends.

Saturday, February 1
Yaron Ross (piano) plays Bach, Brahms and Schumann.

Music @ Lunchtime Series
(12:30 p.m., bring a lunch)

Thursday, January 23
Diploma Music students concert.

Thursday, January 30
Marie-Josée Lapierre, piano/ Andrew Schinasi, saxophone.

Film

Cinémathèque Canada
J.A. DeSève Cinema, 1400 de Maisonneuve W. Tel. 848-3878. \$3.50.

Thursday, January 16
Babette's Feast, Gabriel Axel (1987) at 7 p.m.; The Gospel According to St. Matthew, Pier Paolo Pasolini (1964) at 9 p.m.

Friday, January 17
The Last Wave, Peter Weir (1977) at 7 p.m.; Enemies, A Love Story, Paul Mazursky (1989) at 9 p.m.

Monday, January 20
La Bête Humaine, Jean Renoir (1938) at 8:30 p.m.

Tuesday, January 21
Il Grido, Michelangelo Antonioni (1957) at 8:30 p.m.

Wednesday, January 22
Salvador Allende Gossens: A Testimony (1974) and King of the Children, Chen Kaige (1988) at 8:30 p.m.

Thursday, January 23
Gabbeh, Mohsen Makhmalbaf (1996) at 8 p.m.

Friday, January 24
The Peddler, Mohsen Makhmalbaf (1987) at 7 p.m.; The Cyclist, Mohsen Makhmalbaf (1988) at 9 p.m.

Saturday, January 25
Close-Up, Abbas Kiarostami (1990) at 7 p.m.; Un Instant d' Innocence, Mohsen Makhmalbaf (1996) at 9 p.m.

Sunday, January 26
Close-Up, Abbas Kiarostami (1990) at 5 p.m.; Un Instant d' Innocence, Mohsen Makhmalbaf (1996) at 9 p.m.; The Peddler, Mohsen Makhmalbaf (1987) at 7 p.m.; The Cyclist, Mohsen Makhmalbaf (1988) at 9 p.m.

Monday, January 27
The Actor, Mohsen Makhmalbaf (1993) at 7 p.m.; Lumière d'été, Jean Grémillon (1942) at 8:45 p.m.

Tuesday, January 28
The Boycott, Mohsen Makhmalbaf (1985) at 7 p.m.; Falstaff (Chimes at Midnight), Orson Welles (1965) at 8:30 p.m.

Wednesday, January 29
A Selection of Images in Ghajar Dynasty (1993) and Fleeing from Evil to God (1984), Mohsen Makhmalbaf, at 7 p.m.; Les Enfants du paradis, Marcel Carné (1943-5) at 8:30 p.m.

Thursday, January 30
Spaghetti Slow, Valerio Jalongo (1996) at 7 p.m.

Graduate Studies

Wednesday, January 22
Get-together with graduate students at the School of Graduate Studies, 2145 Mackay St., 5:30-7 p.m. Call 848-3803 to reserve your place.

Lectures & Seminars

Wednesday, January 22
Benet Devetian, author of *The Seventh Circle*, on "Mordecai, Parizeau and Me: A Study in Identity Politics." 12 p.m., LB-677, McConnell Bldg.

Legal Information

Concordia's Legal Information Services offers free and confidential legal information and assistance to the Concordia community. Call 848-4960. By appointment only.

Meetings

Salary policy discussion for junior faculty

All full-time tenured and tenure-track faculty with less than seven years of experience, or whose salary is \$60,000, are invited to a meeting on Friday, January 17, 1:30 p.m., H-762. The purpose is to discuss salary policy in the current negotiations between the administration and the Concordia University Faculty Association (CUFA).

Board of Governors

Wednesday, January 22, 8 a.m., GM-407-1, 1550 de Maisonneuve W.

Arts and Science Faculty Council

Friday, January 24, 2 p.m., DL-200.

Amateur Radio Club meetings

7 - 9 p.m. every Tuesday night in H-647. New members welcome. Check our web page at <http://hamgate.concordia.ca>. E-mail to cuarc@alcor.concordia.ca, or call 848-7421 for more info.

Ombuds Office

Ombudspersons are available to all members of the University. Call 848-4964, or drop by 2100 Mackay, Rm. 100. Services are confidential.

Special Events and Notices

Adult Learning in the Global Village Conference

Saturday, January 25, Loyola Campus. Leader: Rosalind Fritz. Quebec Association for Adult Learning members: \$100. Non-members: \$125. Full-time students: \$35. Info: 848-2036.

The Concordia University Part Time Faculty Association

Announces to its members a Call for Nominations for the Annual General Meeting to be held Wednesday, March 13, 1997 at 5 p.m. in the J.A. DeSève Cinema, LB-165. Those wishing to stand for office for the executive positions are invited to submit their completed nomination forms as soon as possible. Info: 848-3691.

The Progressive Conservative Youth Association at Concordia

Will participate in Carleton University's 1st Annual "Model Parliament" to be held January 17 - 19 in the Senate Chamber on Parliament Hill. Help make a strong Concordia contingent! For details, e-mail us at bs_cook@alcor.concordia.ca, or call Bryan at 843-5037.

Unclassified

Music lessons and tutoring

Theory, composition and arrangements. English/French. Call Julien at 385-4446 or e-mail valiquej@ere.umontreal.ca.

For rent

Available now to February/March 1998. Large 5 1/2, main floor in triplex, in Mile End district (Parc and Beaubien). Furnished and appliances. Near Métro, bus routes and all amenities. Quiet neighbourhood with lots of families.

For rent

\$390 (unheated) per month. Looking for responsible visiting scholar/professor or graduate student. Contact Pastor Eric Dyck at 844-6297, or cn1215@svp.core-net.com.

Lifeguard course

A Bronze Medallion/Bronze Cross course will be offered at the YWCA, corner Crescent and René Lévesque. Call Ann at 848-7474 or 488-6056.

U.S. work permits

We can help Canadian citizens increase their chances of receiving U.S. work permits. Also, U.S. immigration and related business matters. B. Toben Associates (U.S. lawyers) 288-3896.

Workshops

EAP Lunchtime Seminar: Change Management

Tuesday, January 21

Participants will learn to better understand the negative feelings which often accompany change. This seminar will teach a method of dealing with positive change so that participants learn how to better accept the situation. 12:05 - 12:55 p.m., H-769, 1455 de Maisonneuve Blvd. W. Free. 848-3668. Registration deadline is Thursday, January 16.

International Exchange Information Sessions

Interested in studying abroad? Monday, January 20, 10 a.m., H-411, or Thursday, January 23, 2 p.m., AD-131.

Library workshops

1. How To Find Articles Using Canadian Database (60 min.)
January 15, noon